150-LDR-5005
Direct Information-Related Capabilities to Inform and Influence
Status: Approved

Distribution Restriction: Approved for public release; distribution is unlimited.

Destruction Notice: None

Foreign Disclosure: FD1 – This training product has been reviewed by the training developers in coordination with the Fort Leavenworth, KS foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.
Conditions: The commander received an operations plan, or a warning, operations, or fragmentary order from higher headquarters, or the commander initiates the military decisionmaking process in anticipation of a mission. The commander is exercising mission command. The higher headquarters commander has issued guidance on informing audiences internal and external to the organization, for influencing foreign audiences, and has received the rules of engagement. The commander has all Modified Table of Organization and Equipment (MTOE) required to accomplish the task. The commander is operating in either a simple, complex, static, or dynamic operational environment. The commander's unit established communications with higher, subordinate, and adjacent units and other unified action partners. The mission command system is operational, integrated with unified action partner systems, and processing information in accordance with standard operating procedures. Some iterations of this task should be performed in MOPP 4.

Standards: The commander directs information-related capabilities to inform and influence audiences in accordance with laws, policies, rules of engagement. The commander synchronizes designated information-related capabilities within the concept of the operation to ensure actions, themes, and messages compliment and reinforce each other to accomplish mission objectives within the operational timeline. Directing is conducted with 100% adherence with the commander's intent, orders from higher headquarters, FM 6-0, established timelines, and standard operating procedures (SOP).

Special Conditions: None

Safety Risk: Low

MOPP 4: Sometimes

<table>
<thead>
<tr>
<th>Task Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cue: None</td>
</tr>
</tbody>
</table>

**DANGER**

Leaders have an inherent responsibility to conduct Composite Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

**WARNING**

Composite Risk Management is the Army’s primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All Soldiers have the responsibility to learn and understand the risks associated with this task.

**CAUTION**

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

Remarks: None

Notes: None
Performance Steps

1. The commander, assisted by the staff, creates shared understanding of the information environment with the staff and subordinates:

Note: The commander and staff use the Army Design Methodology (ADM) and/or the military decisionmaking process (MDMP) to determine how best to direct Information Related Capabilities (IRC) to inform and influence audiences as part of the operational concept. The commander will decide to conduct ADM before detailed planning begins; or to conduct ADM in parallel with MDMP; or to embed aspects of ADM within Step 1 - Mission Analysis of MDMP; or to conduct ADM after operations commence.

a. Develops an operational environment (OE) framework that includes:

   (1) Aspects of relevant actors and audiences in the OE:

      (a) History.

      (b) Culture.

      (c) Current state.

      (d) Relationships.

      (e) Future goals.

   (2) Identifies the behaviors of relevant actors and audiences in the OE.

   (3) Assesses the behaviors of relevant actors and audiences in the OE.

b. Frames the problem by describing how behaviors of relevant actors and audience relate to problems and possible solution sets.

c. Develops the desired end state to account for tendencies and potentials that exist among:

   (1) The relevant actors.

   (2) The relevant audiences.

   (3) Other aspects of the operational variables.

d. Identifies the key physical information environmental variables, to include:

   (1) Electricity.

   (2) Cell towers and cell networks.

   (3) Telephone.

   (4) Telegraph.

   (5) Military communications.

   (6) Satellites.

   (7) Internet service providers.

   (8) Internet cafes.

   (9) Radio.

   (10) Television.

   (11) Printed media.

   (12) Meeting places for people, organizations and groups.
(13) Information infrastructure changes.

(14) Any system in which information may can be transmit or move.

e. Identifies the key informational information environmental variables, to include:

(1) Details that constitute good information in the OE’s society or culture.

(2) Types of information considered important.

(3) The duration information remains important.

(4) Details or persons that make the information believable and relevant.

(5) Details that make the information complete.

(6) Specific information transiting or static in available information systems.

f. Identifies the key cognitive information environmental variables to include:

(1) How key decision makers and target audiences use and respond to specific information or the loss of information, information systems, or key individuals.

(2) What key decision makers and target audiences believe, think, perceive, and know based on their culture, religion, and history.

(3) What happens when an information gap that puts U.S. operations in the right context affects beliefs and perceptions of the target audience.

g. Develops a narrative and graphic depiction of the OE, to include aspects of the information-related environmental variables that provides context with operational approaches, planning, and informing and influencing audiences.

h. Develops graphics and narratives to guide detailed planning.

(1) Produces a diagram and narrative for relevant actors and audiences of the current OE.

(2) Produces a diagram and narrative for relevant actors/audiences of desired OE.

2. The commander directs the staff to synchronize IRC to inform and influence audiences as part of the operational concept:

a. Identifies themes, messages, and actions.

b. Monitors themes, messages, and actions to ensure they interrelate, are cohesive, and mitigate information fratricide.

c. Develops an engagement strategy, to include:

(1) Commander’s engagements with:

   (a) The media.

   (b) Host nation and Unified Action partner key leaders.

   (c) US and host nation public audiences.

(2) Media engagements.

(3) Soldier and leader engagements.

(4) Civil affairs engagements.

d. Engages individuals and entities who will help to shape the desired end state.
e. Designates IRC required to achieve the commander’s intent and accomplish operational objectives, to include, but not limited to:

(1) Public affairs operations.

(2) Military information support operations (MISO).

(3) Combat camera.

(4) Soldier and leader engagement.

(5) Civil affairs operations.

(6) Civil and cultural considerations.

(7) Operations security.

(8) Military deception.

f. Allocates or requests other capabilities not solely designed to inform or influence, but which may help achieve operational objectives, to include:

(1) Cyber electromagnetic activities.

(2) Special technical operations.

(3) Physical attack.

(4) Physical security.

g. Provides guidance on how to mitigate information fratricide.

3. The commander provides planning guidance to the Information Operations Working Group (IOWG) to integrate and synchronize IRC to support unit operations.

a. Provides guidance on the decisive, shaping, and sustaining efforts to accomplish the commander’s objective:

(1) Prioritizes IRC.

(2) Resources IRC.

(3) Synchronizes IRC.

(4) Reviews unit actions and the information environment to gain a better understanding of them.

(5) Provides input to messages and actions.

(6) Provides input to unit’s Army design methodology.

(7) Prevents information fratricide.

b. Receives inputs from the IOWG:

(1) Running estimates from the IRC staff representatives and IOWG members.

(2) Intelligence collection assets.

(3) Combined information overlay.

(4) Intelligence preparation of the battlefield (IPB) overlay.
(5) Media analysis.

(6) Media event calendar.

(7) Current communications plans.

(8) Cultural calendar.

(9) Engagements schedule.

(10) Target audience analysis.

(11) Theme and message measures of performance (MOPs) and measures of effectiveness (MOEs).

(12) Synchronization matrix.

c. Receives assessments which include:

1. A short synopsis of the impact of U.S. military presence, operations, products, and unit efforts provided by the unit’s assessment officer.

2. Identifies opportunity activities (exploitation or mitigation) based on:
   
   a. The host-nation calendar.
   
   b. Media events.
   
   c. Unit operations.
   
   d. The information environment.
   
   e. Previous assessment updates.

3. The unit’s assessments officer identifies and informally assigns the following categories to the opportunity activities until they can be placed into the formal orders process:
   
   a. Due-outs.
   
   b. Tasks.
   
   c. Suspense dates.
   
   d. Areas of responsibility.

4. Addresses any related issues not covered as well as guidance and comments from senior attendees.

d. Approves the following IOWG outputs:

1. Refined IRC effects nested with commander’s intent.

2. An updated IRC synchronization matrix.

3. An updated communication strategy.

4. Refined themes, messages, and talking points.

5. Soldier and leader engagement plan.

6. Refined operational (MISO) messages and products.

7. Targeting meeting input.
(8) An updated combined information overlay.

(9) Plans and orders update (asset allocation, resources, and tasks).

(10) An updated IPB.

(11) Commander’s critical information requirements (CCIR) recommendations.

(12) Information requirements and long-term assessments.

(13) Requests to higher for additional resources and assets.

4. The commander provides IRC guidance during the unit’s conduct of MDMP:

a. Receipt of Mission (MDMP Step 1).

(1) Conducts the commander’s initial assessment on the information environment.

(2) Provides the commander’s initial IRC guidance.

(3) Receives initial information environment and OE assessments.

(4) Provides IRC planning guidance for the subsequent planning effort.

(5) Receives the IRC running estimate during receipt of mission.

(6) Approves IRC planning products.

   (a) Initial essential elements of friendly information (EEFI) for input to initial IPB.

   (b) Initial intelligence asset tasking.

   (c) Information requirements to support IRC concerning adversary capability to collect EEFI to give to the G-2/S-2.

   (d) IRC input into warning orders, to include initial EEFI.

b. Mission Analysis (MDMP Step 2).

(1) During mission analysis, the commander:

   (a) Identifies knowledge gaps.

   (b) Identifies desired effects for each of the three dimensions.

   (c) Identifies significant events and agents of change occurring in the information environment, such as:

      _1_ The death of key personalities.

      _2_ Loss of equipment or infrastructure.

      _3_ Spillover of political unrest.

      _4_ Introduction of new technologies.

      _5_ Natural disasters.

      _6_ Computer viruses.

   (d) Identifies potential exploitation opportunities (physical, informational, and cognitive) that support or enable the operation.
(e) Identifies friendly vulnerabilities in the current information environment (physical, informational, and cognitive) that may impact mission success.

(f) Identifies the availability of IRC needed to achieve the desired effects.

(g) Identifies the timelines most suitable to support planned operations.

(h) Identifies the facts, assumptions, constraints, limitations, and regulatory restrictions affecting the employment of IRC.

(i) Approves IRC-specific specified, implied, and essential tasks.

(j) Approves IRC recommendations.

(2) During the mission analysis briefing, the commander receives:

(a) Details on applicable IRC concepts and objectives.

(b) IRC tasks, assets, critical factors, and assumptions.

(c) IRC risk assessment.

(d) IRC information requirements.

(e) Approves other specific IRC products to include:

   _1_ Requests for information for intelligence support.

   _2_ A refined IRC running estimate.

   _3_ A statement of the IRC strategy.

C. Course of Action (COA) Development (MDMP Step 3).

1. Receives recommendations on the potential impact of friendly and enemy information activities, related actions, or activities of the relative combat power of the two sides.

2. Provides guidance which focuses IRC planning efforts on achieving an operational advantage at the decision point of each COA.

3. Approves schemes of support and objectives for IRC and input to a high-payoff target list for each COA.

4. Approves key IRC planning products during COA development, to include:

   (a) Objectives and tasks for IRC annotated on the G-3/S-3 sketch.

   (b) The concept for the IRC graphic (IRC-specific COA sketches).

   (c) A draft task organization and synchronization input for IRC.

   (d) A high-value target (HVT) list.

   (e) An IRC assessment plan to include MOPs and MOEs.

   (f) A communication strategy.

D. Course of Action Analysis (Wargaming – MDMP Step 4).

1. Approves refined key IRC planning products, to include IRC information requirements and EEFI.

2. Provides guidance on the synchronization key IRC tasks.
e. Course of Action Comparison (MDMP Step 5). During COA comparison, the commander provides IRC guidance on:

1. COA selection and evaluation criteria.
2. IRC planning products.
3. An IRC COA decision matrix.

f. Course of Action Approval (MDMP Step 6). During COA approval, the commander:

1. Assesses how IRC support each COA.
2. Receives IRC input on how the COA selected supports the commander’s intent.
3. Approves the IRC execution matrix.

g. Orders Production, Dissemination, and Transition (MDMP Step 7). The commander approves the IRC input into the following planning products for the unit’s operations order or plan:

1. Paragraph 3.a – Commander’s Intent.
4. Input to Annex A (Task Organization).
5. Appendix 13 (MISO) to Annex C (Operations).
6. Appendix 14 (Military Deception) to Annex C.
7. Appendix 15 (Information Operations) to Annex C.
8. Annex J (Public Affairs) and its appendixes.
9. Input to other functional area annexes -- Intelligence, Fires, Signal, and Civil Affairs operations -- as required.

5. The commander assesses IRC during execution to ensure actions, themes, and messages compliment and reinforce each other to accomplish mission objectives within the operational timeline.

a. Assesses the reactions and vulnerabilities of relevant audiences and targets.

b. Monitors the situation and progress of the operation toward the commander’s desired end state.

c. Evaluates the operation against IRC MOE and MOP.

d. Assesses IRC based on commonly used sources, to include, but not limited to:

1. Intelligence assets.
2. Soldier and leader engagements.
3. Civil-military operations.
4. Polling and surveys, often conducted by contracted organizations.
5. Media monitoring and analysis, especially local channels.
6. Reports or information sharing with unified action partners.
(7) Reports or conversations with local partners.

(8) Passive monitoring, often by locals paid to submit reports of what they see and hear.

(9) Patrol and spot reports.

(Asterisks indicates a leader performance step.)

**Evaluation Guidance:** Score the Soldier GO if he/she passes all performance measures. Score the Soldier NO-GO if Soldier fails any performance measure. If the Soldier scores NO-GO, show the Soldier why he/she failed and show the Soldier how to perform the measure correctly.

**Evaluation Preparation:** Brief the Soldier: Explain expectations to the Soldier by reviewing the task standards. Stress to the Soldier the importance of observing all cautions and warnings to avoid injury to personnel and, if applicable, damage to equipment.

<table>
<thead>
<tr>
<th>PERFORMANCE MEASURES</th>
<th>GO</th>
<th>NO-GO</th>
<th>N/A</th>
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<tbody>
<tr>
<td>1. The commander, assisted by the staff, created a shared understanding of the information environment.</td>
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<tr>
<td>2. The commander directed the staff to synchronize information-related capabilities (IRC).</td>
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<tr>
<td>3. The commander provided planning guidance to the Information Operations Working Group (IOWG) to integrate and synchronize IRC to support unit operations.</td>
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<td>4. The commander provided IRC guidance during the unit’s conduct of MDMP.</td>
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<tr>
<td>5. The commander assessed IRC during execution and ensured actions, themes, and messages complimented and reinforced each other to accomplish mission objectives within the operational timeline.</td>
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**Supporting Reference(s):**

<table>
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<th>Step Number</th>
<th>Reference ID</th>
<th>Reference Name</th>
<th>Required</th>
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<tr>
<td></td>
<td>ADRP 3-0</td>
<td>Operations</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td></td>
<td>ADRP 5-0</td>
<td>The Operations Process</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td></td>
<td>FM 3-13</td>
<td>Information Operations</td>
<td>Yes</td>
<td>No</td>
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<td></td>
<td>FM 6-0 (Change 002, April 22, 2016)</td>
<td>COMMANDER AND STAFF ORGANIZATION AND OPERATIONS</td>
<td>Yes</td>
<td>Yes</td>
</tr>
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**TADSS:**

<table>
<thead>
<tr>
<th>TADSS ID</th>
<th>Title</th>
<th>Product Type</th>
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<tbody>
<tr>
<td>71-ALOTT</td>
<td>Army Low Overhead Training Toolkit</td>
<td>SIM</td>
</tr>
<tr>
<td>71-30</td>
<td>Joint Land Component Constructive Training Capability (JLCCTC) Objective System</td>
<td>DVC</td>
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<tr>
<td>71-20</td>
<td>Common Hardware Platform (CHP)</td>
<td>DVC</td>
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**Equipment Items (LIN):** None

**Materiel Items (NSN):**

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<tr>
<th>Step ID</th>
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<th>Title</th>
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<tbody>
<tr>
<td>No materiel items specified</td>
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</table>

**Environment:** Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card.

**Safety:** In a training environment, leaders must perform a risk assessment in accordance with current Risk Management Doctrine. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW current CBRN doctrine.
### Prerequisite Individual Tasks:

<table>
<thead>
<tr>
<th>Task Number</th>
<th>Title</th>
<th>Proponent</th>
<th>Status</th>
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<tbody>
<tr>
<td>150-MC-5111</td>
<td>Conduct the Military Decision Making Process</td>
<td>150 - Combined Arms (Individual)</td>
<td>Approved</td>
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### Supporting Individual Tasks:

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<tr>
<td>150-MC-5144</td>
<td>Develop a Running Estimate</td>
<td>150 - Combined Arms (Individual)</td>
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### Supported Individual Tasks:

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<tr>
<td>150-LDR-5100</td>
<td>Lead the Operations Process</td>
<td>150 - Combined Arms (Individual)</td>
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### Supported Collective Tasks:

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<th>Title</th>
<th>Proponent</th>
<th>Status</th>
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<tbody>
<tr>
<td>71-JNT-3102</td>
<td>Exercise Joint Integrated Prioritized Target List Approval Authority</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-8-1705</td>
<td>Conduct Gap Crossing</td>
<td>71 - Combined Arms (Collective)</td>
<td>Superseded</td>
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<tr>
<td>71-TA-4770</td>
<td>Conduct Foreign Internal Defense for Theater Army</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-DIV-7105</td>
<td>Conduct Gap Crossing for Divisions</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>71-BN-5111</td>
<td>Conduct the Military Decision Making Process for Battalions</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-DIV-5800</td>
<td>Exercise Training Readiness Authority</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-JNT-3170</td>
<td>Implement Control and Coordination Measures for Joint Task Force</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-CORP-1340</td>
<td>Conduct Forcible Entry Operations for Corps</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-DIV-6700</td>
<td>Conduct Protection Measures for Divisions</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>71-CMD-7332</td>
<td>Coordinate Movement of Dislocated Civilians for Commands</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-CORP-1705</td>
<td>Conduct Gap Crossing for Corps</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-TA-8610</td>
<td>Support Security Sector Reform for Theater Army</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-TA-5100</td>
<td>Conduct the Mission Command Operations Process for Theater Army</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>71-CORP-4101(Step: 1.)</td>
<td>Coordinate Support for Forces in Theater for Corps</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>71-CO-7372</td>
<td>Support the Operations Process for Security Forces Assistance Companies</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>37-BDE-0002</td>
<td>Conduct Support Area Operations for Brigade</td>
<td>37 - Improvised Explosive Device (IED) Defeat (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-BN-1130</td>
<td>Conduct Reception, Staging, and Onward Movement, and Integration for Theater Army Headquarters Battalion</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>71-BDE-5610</td>
<td>Conduct Information Operations for Brigades</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-DIV-1705</td>
<td>Conduct Gap Crossing for Divisions</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>71-DIV-5111</td>
<td>Conduct the Military Decision making Process for Divisions</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>71-DIV-1244</td>
<td>Conduct Reinforcement and Expansion of a Lodgment for Divisions</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>71-TA-6540</td>
<td>Protect Air, Land, and Sea Lines of Communication for Theater Army</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-BDE-4150</td>
<td>Provide Contracting Support for Brigade/Group</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-TA-5711(Step: 1.)</td>
<td>Conduct Theater Security Cooperation for Theater Army</td>
<td>71 - Combined Arms (Collective)</td>
<td>Approved</td>
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<tr>
<td>71-JNT-1130</td>
<td>Coordinate Joint Reception, Staging, Onward Movement, and Integration for Joint Force</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>71-BN-5100</td>
<td>Conduct the Mission Command Operations Process for Battalions</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>71-TA-7332</td>
<td>Coordinate Movement of Dislocated Civilians for a Theater Army</td>
<td>71 - Combined Arms (Collective)</td>
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<tr>
<td>K0502</td>
<td>Identify the normal components of the commander's critical information requirements (CCIR).</td>
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<tr>
<td>011-895K</td>
<td>Knowledge of enemy information interpretation and evaluation</td>
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<tr>
<td>EW-K-0361</td>
<td>Know the fundamentals of knowledge and information management</td>
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<tr>
<td>113-K-10140</td>
<td>Knowledge of Information Operations</td>
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<tr>
<td>EW-K-0164</td>
<td>Know the principles of coordinating electronic warfare for military information support operations (MISO)</td>
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<tr>
<td>052-K-00027</td>
<td>Know Information Requirements</td>
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<tr>
<td>113-K-10269</td>
<td>Knowledge of critical decision makers, their critical missions, and associated information need</td>
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<td>EW-K-0070</td>
<td>Know the functions of the Information Operations (IO) Working Group</td>
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<td>011-1787K</td>
<td>Commander's Critical Information Requirements (CCIR)</td>
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<th>Skill ID</th>
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<td>S2176</td>
<td>Describing the independent/control/influence stage</td>
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<td>301-S-219</td>
<td>Analyze information.</td>
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<td>LS 80</td>
<td>Ability to identify relevant information</td>
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<tr>
<td>Mission Command</td>
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